

*County of San Bernardino*  
*Equal Opportunity*  
*Commission*



*Biennial Report*  
*For Years*  
*2014 and 2015*

## **Current Equal Opportunity Commission Members**

### First District

Jiles Smith

Evelyn Glasper

### Second District

Ron Stark

### Third District

Reyes Quezada

Deirdre Thomas

### Fourth District

David Sakurai

James Willingham

### Fifth District

Luis Blanco

Carolyn Tillman

### Member-at-Large

Vacant

## **Our Mission**

The Board of Supervisors of the County of San Bernardino established the Equal Opportunity Commission (hereinafter the Commission) to monitor and review the County's Equal Employment Opportunity (EEO) program; to ensure the program is administered in accordance with the policies established by the Board of Supervisors; to advise the Board of Supervisors about any necessary changes to the EEO program; and, to advise the Chief Executive Officer on the progress of the County's achievements in EEO.

## **Our Purpose**

The Commission monitors and reviews the County's EEO program and advises the Board of Supervisors of progress in this area.

## **Our Vision**

The Commission envisions a workforce reflective of the diverse communities it serves.

## **Introduction**

In accordance with our mission, every two years the Commission submits a report to the Board of Supervisors and the Chief Executive Officer, Gregory C. Devereaux regarding the progress and achievements of the Commission. This report provides an overview of the Commission's activities in 2014 and 2015, which include the Annual Diversity and Inclusion Forums, the EOC Annual Recognition Award presentations, the Department Diversity Committees (DDC) and summaries of the presentations made by each County department appearing before the Commission.

Throughout the year, County departments are invited to meet with the Commission to present and review their respective EEO programs and/or activities, outreach efforts, and succession plans. These departments were evaluated for their hiring and promotional efforts in achieving a diverse workforce, improving their workforce representation, and providing career development opportunities for County employees. The departments were also evaluated based on their creation of new and innovative ways to manifest the Commission's vision of achieving diversity in the workforce to reflect the communities served.

## **Diversity and Inclusion Forums**

In October 2014 and 2015, the Commission continued to host its annual Diversity and Inclusion Forums to promulgate equal employment opportunities and workforce diversity within the County. In keeping with the County's Vision, the forums emphasized the value of diversity; the County's commitment to EEO; each department's integral role in outreach, recruitment, and succession planning; and developing DDCs, where possible.

### **2014 Diversity and Inclusion Forum – “Growing a Culture of Success”**

Supervisors James Ramos and Josie Gonzales joined approximately 175 County employees for the fourth annual Diversity and Inclusion Forum, held at Central Park in Rancho Cucamonga, and it began with opening remarks from the Commission Chair Jiles Smith and Human Resources Director Andrew Lamberto. Commissioner Reyes Quezada and Leonard Hernandez, Director of the County Library, presented the first session, *Growing Through Cultural Proficiency*, which touched on the Cultural Proficiency Continuum and how to move from compliance-based tolerance to cultural proficiency. In the next session of the Forum, Commissioner Ron Stark and Victor Tordesillas, Human Resources Division Chief, provided a historical overview of EEO and a breakdown of the County workforce in comparison to the Standard Metropolitan Statistical Areas (SMSA), along with current shifts and trends in the census data. Then, the concept of DDCs was introduced and a panel discussion consisting of current DDC members provided helpful insight into what strategies and tools have worked in their departments.

The Forum concluded with a discussion on Succession Planning presented by Commissioner Carolyn Tillman and Tammy Ballesteros, Human Resources Employment Division Chief.

### **2015 Diversity and Inclusion Forum – “Facing the Crossroads of Diversity”**

Chair Ron Stark and Human Resources Director Andrew Lamberto welcomed participants, including Supervisors Gonzales and Lovingood, to the Fifth Annual EOC Diversity and Inclusion Forum. The First session titled “Curves Ahead: A Road Map to Creating Diversity and Inclusion” was introduced to the attendees by Commissioner Evelyn Glasper, who then welcomed Dean Cesar Caballero from California State University, San Bernardino. Mr. Caballero discussed some challenges and ideas in regards to diversity and inclusion amongst students at the college level to prepare them for entering the professional realm upon graduation. Dr. Gloria Fischer with San Bernardino Valley College spoke to the attendees about programs and educational tracks that are offered through the college.

The next session was presented by a panel moderated by County Superintendent of Schools, Ted Alejandre, titled “The Intersection of School and Work.” The panel consisted of Jennifer Hilber, Chief Information Officer, County's Information Services Department (ISD), Jasmin Barnes, Business Applications Manager, ISD, and San Bernardino County School Superintendents Jerry Almendarez, Tom Baumgarten, Cali Binks, Leslie Boozer, Dale Marsden, David McLaughlin Luke Ontiveros, and Ron Williams. The panel discussed various alternatives to using student interns to assist County departments. ISD served as an example of a County department that uses student interns and the successes involved with the intern program.

Victor Tordesillas then presented “Cruising the Superhighway: Departments on the Fast Track,” where departments were commended for their efforts in ensuring the County has a diverse workforce that mirrors our County's population.

The Forum concluded with EOC annual awards presented and DDCs recognized for completing their first year. The second year of new DDCs were also introduced. Closing remarks were presented by Andrew Lamberto.

### **EOC Annual Recognition Awards**

In 2008, the Commission established the EOC Annual Recognition Award to recognize a department whose efforts and commitment to attaining diversity were exemplary, and whose workforce was reflective of the communities it serves. In 2011, the Commission renamed the award to “Leading the Way” to recognize a County department whose efforts most closely mirror the goals and mission of the County’s EEO plan. A second award was also established entitled “Moving Ahead.” This award serves to recognize a department whose efforts demonstrate progress in improving diversity in the workplace and strives to meet the goals and mission of the County’s EEO plan.

#### **2014 EOC Annual Award Recipients**

The “Leading the Way” Award was presented to the Probation Department, whose efforts most closely mirrored the goals and mission of the County’s EEO program. Michelle Scray-Brown, Chief Probation Officer, was instrumental in the department creating an EEO committee, which has set specific goals and continues to work to be proactive in identifying, researching, and addressing EEO issues within the department. In addition, the Probation Department has a well-established mentoring program that encourages internal employee advancement.

The “Moving Ahead” Award was presented to the County Library, whose efforts demonstrated progress in improving diversity and making strides to meet the goals and mission of the County’s EEO program through improved outreach efforts. Leonard Hernandez was commended by the Commission for the direction he is taking the Library with his new ideas and positive message to the community about diversity. In addition, Mr. Hernandez has made efforts at each branch to offer library materials that are reflective of the demographics of the library patrons in those communities.

#### **2015 EOC Annual Award Recipients**

The “Leading the Way” Award was presented to the Department of Aging and Adult Services (DAAS), whose efforts most closely mirror the goals and mission of the County’s EEO Program. Ron Buttram, Director, steered the development of a written succession plan for the department. Mr. Buttram also eliminated a master’s degree requirement from mid-management level positions, which had been an artificial barrier in recruitment. DAAS demonstrated continued success and consistent adherence to the County’s EEO goals.

The “Moving Ahead” Award was presented to the Department of Veterans Affairs whose efforts demonstrated progress in improving diversity and making strides to meet the goals and mission of the County’s EEO Program. Bill Mosely, Director, was commended by the Commission for developing a written succession plan that would be a good model for other departments to follow. Mr. Mosely also addressed concerns that were raised when the Department of Veteran’s Affairs presented before the Commission in 2011, and the department has made efforts to enhance the quality of life for veterans.

## **Department Diversity Committees**

In response to several departments requesting assistance in obtaining more diversity, the Commission recommended that Human Resources help them establish Department Diversity Committees (DDCs). Beginning in the 2014-15 fiscal year, the following six departments formed DDCs and are part of the pilot group: Aging and Adult Services, Public Defender, Purchasing, Children and Family Services, County Library, and Public Works.

In the 2015-16 fiscal year, another nine departments formed DDCs including Behavioral Health, Child Support, County Counsel, County Fire, Fleet Management, Human Resources, Information Services, Land Use and the Sheriff's Department.

The DDC concept is supported by Human Resources and is included in their annual business plan goals. The staff from the Equal Employment Opportunity Office provide quarterly training to the DDCs. Some of the training topics included: unconscious bias, generational diversity, and covering. In addition to providing assistance to departments in obtaining diversity, DDCs are also in line with the County of San Bernardino Vision Statement and the County of San Bernardino Equal Employment Opportunity (EEO) Policy. The County Vision statement says, "We envision a complete county that capitalizes on the diversity of its people, its geography, and its economy to create a broad range of choices for its residents in how they live, work, and play." One of the objectives of the EEO Policy is "to make a good faith effort to achieve diverse employment representation throughout job classes and salary grades in County service, as allowed by law."

### **2014-15 Department Diversity Committees Highlights** **(Six pilot departments)**

#### **Purchasing Department**

- Formed a DDC recruitment subcommittee
- Held quarterly events to promote diversity within the department

#### **Aging and Adult Services**

- Developed DDC bylaws
- Introduced the DDC to the department with a presentation by an EOC commissioner

#### **Public Defender**

- Participated in Law Day activity at a local elementary school
- Conducted a presentation on recruitment for a minority lawyer's association

#### **Children and Family Services**

- Identified and focused on three strategies: recruitment, retention and inclusion
- Established DDC regional subcommittees to plan region specific activities for staff

#### **Public Works**

- Worked with HR to develop outreach strategy for Veterans
- Participated in Public Works Week at the County Museum

#### **Library**

- Identified partnerships with local schools for recruitment

- Developed New Manager Training to aid in career progression
- Held NACo award winning heritage month celebrations for staff and patrons

2015-16 Department Diversity Committees Highlights  
*(Six pilot DDCs plus the nine new DDCs)*

Purchasing Department

- Developed goals and a charter for the DDC

Aging and Adult Services

- Created DDC subcommittees to focus on diversity training for staff and community outreach

Public Defender

- Held activities for Diversity Awareness Week, culminating with a Native American Day presentation that was open to the department and other DDC members
- Named a School Visit Coordinator to conduct outreach with local schools

Children and Family Services

- Established an outreach team that participated in job fairs to attract candidates that are representative of the population served by the department

Public Works

- Participated in STEM fairs and career day fairs
- Worked with HR on outreach to media outlets for recruitment

Library

- Celebrated heritage months for staff and patrons
- Worked with HR to devise strategies to recruit diverse applicants for entry level positions

ISD

- Created NACo award winning website for the DDC
- Participated in outreach events at local schools

Behavioral Health

- Offered trainings on cultural competency and diversity/inclusion for staff
- Added a cultural diversity component to all staff meetings

Child Support

- Developed monthly posters that recognize significant events in diversity
- Hosted a multicultural luncheon for staff

County Counsel

- Formed an outreach committee that participated in events at local schools
- Worked on creating an internal mentorship program for staff

#### County Fire

- Established an email account to solicit feedback from staff and the community on diversity within the fire service
- Participated in career fairs at secondary and post-secondary schools within the County

#### Human Resources

- Created a brochure to advertise DDC to the department
- Hosted cultural celebration potluck for staff

#### Fleet Management

- Held a contest for staff to submit designs for a DDC logo
- Hosted quarterly staff recognition events

#### Land Use

- Distributed monthly posters and newsletters to staff highlighting diversity

#### Sheriff's Department

- Presented an overview of the DDC to executive staff
- Developed an internal EEO webpage based on the ISD template

### **Summary of Commission Activity and Department Presentations for 2014**

#### A. 2014 EOC Members

##### First District

Jiles Smith  
Evelyn Glasper

##### Second District

Ron Stark  
Dobbin Lo

##### Third District

Reyes Quezada  
Jason Davis

##### Fourth District

David Sakurai  
James Willingham

##### Fifth District

Luis Blanco  
Carolyn Tillman

##### Member at Large

Laura Corral-Flores

Reappointments during 2014 included Dobbin Lo on May 6, 2014 for the Second District.

Vacancies were declared and posted on August 19, 2014 for the Third District at the resignation of Jason Davis.

#### B. Election of Officers

The Commission conducts an election of officers each year. The following Commissioners were elected as officers for 2014:

Jiles Smith, First District	Chair
Ron Stark, Second District	First-Vice Chair
Laura Corral-Flores, Member at Large	Second-Vice Chair

#### C. Assembly Bill 1234 (AB1234) Training

AB1234 requires that local agencies provide ethics training to local agency officials every two years. The following Commissioners completed or renewed their training in 2014:

- Evelyn Glasper, June 9, 2014

#### D. Summary of Department Presentations for 2014

##### 1. Dave Slaughter, Director – Real Estate Services Department (RESA) & Facilities Management – January

Mr. Slaughter was commended by the Commission for the use and success of the WEX program. In addition, he was encouraged to form an EEO committee or appoint an EEO representative to expand and formalize the department's succession plan, and work with Human Resources in an effort to implement a plan to improve diversity. Furthermore, the Commission recommended increasing outreach efforts, by using interns from local colleges and additional advertising in targeted publications.

##### 2. Randy Shultz, Director – Children and Family Services (CFS) – February

Mr. Shultz was commended by the Commission for recognizing underrepresentation of certain ethnic groups and the efforts made to increase the workforce diversity and change the culture. The Commission recommends the development of an EEO committee to help facilitate change in the Department's diversity.

##### 3. Nancy Swanson, Director – Transitional Assistance Department (TAD) – March

Ms. Swanson was commended for her creativity in addressing issues of underrepresentation of males as well as the increased diversity at the lower levels of the organization. The Commission encouraged her to look at creating an educational avenue for clerical and non-clerical positions to increase their potential for promotion within the department. One suggestion was to create an Employment Services Career Counselor position and create career ladders that are available within TAD.

##### 4. John Gardner, Agricultural Commissioner/Sealer - Agriculture/Weights and Measures (AWM) – April

Mr. Gardner was applauded by the Commission for recognizing with upcoming retirements, there is an opportunity to increase diversity in the department. Despite the restraints on promotions for employees based on the licensing requirements, there has been movement towards encouraging employees to obtain additional licensing that will assist with employee development and succession planning. The Commission encourages the department to motivate the new, younger



employees to obtain additional licensing and to work closely with Human Resources to make the most out of upcoming recruitments to increase the applicant pool and improve diversity.

5. Ron Buttram, Director – Department of Aging & Adult Services (DAAS) – May

Mr. Buttram was commended for his enthusiasm and courage coming into a new position and affecting change, and the Commission appreciated the written succession plan and the elimination of a master's degree requirement for mid-management positions, which posed an artificial barrier in recruitment. The Commission requested that a formal outline be developed that detail how they are going to address the disparity of minorities at the professional and supervisory levels. Additionally, the Commission suggested looking into video conferencing to allow all staff, regardless of location, to participate in staff meetings.

6. Dennis Draeger, Assessor-Recorder-County Clerk, - Assessor/Recorder/County Clerk – June

Mr. Draeger's support of the County's Equal Employment Opportunity program through affiliations with local colleges was appreciated by the Commission. The Commission recommended the department develop a strategy to encourage promotion from within, and specifically assisting Hispanics to move up in the organization. It was suggested that the career ladders used in the presentation be presented to employees at new employee orientation.

7. Bill Mosely Director – Veterans Affairs (VA) – June

Mr. Moseley was commended for his written succession plan and the Commission felt it would be a good model for other departments to follow. In addition, the Commission appreciated Mr. Mosely addressing the concerns from the last presentation and the efforts made towards improvement. Although there had been no turnover in the department, the Commission recommended continued outreach efforts for when hiring opportunities do arise.

8. Michael Scarpello, Director – Registrar of Voters (ROV) - August

The Commission appreciated Mr. Scarpello's awareness of the work that still needed to be done to reach optimal representation and his continued support of the County's Equal Employment Opportunity program. While the Commission recognizes that ROV is moving in the right direction, they recommended the department continue with its development of various language committees and believes that a department with election oversight should have more diversity across the top levels of management.

9. CaSonya Thomas, Director – Department of Behavioral Health (DBH) – September

Ms. Thomas was commended by the Commission for her familiarization with the content in her presentation and the department's continued support of the County's Equal Employment Opportunity program. The Commission recommended a specific plan be developed in addressing the succession plan in the mid-management level. In addition, the Commission encouraged the department to continue its efforts and increase participation in the leadership development program.

10. Laurie Rozko, Director – Purchasing – September

Ms. Rozko was commended for her department being one of the first to establish a Department Diversity Committee and her awareness of the challenges facing her department, as well recognizing areas for improvement. The Commission encouraged a continued effort in strategizing and recruiting in the community to address the underrepresentation of the workforce. One recommendation was to host an open house to encourage more awareness of her department.

11. Diana Alexander, Director – Preschool Services Department (PSD) - November

Ms. Alexander was commended on her proactive approach in developing a written succession plan and her desire to create a DDC. The Commission recommended performing an analysis of job titles and a written plan of action in an effort to attract a larger male applicant pool.

**Summary of Commission Activity and Department Presentations for 2015**

A. 2015 EOC Members

First District

Jiles Smith  
Evelyn Glasper

Second District

Dobbin Lo  
Ron Stark

Third District

Reyes Quezada  
Deirdre Thomas

Fourth District

David Sakurai  
James Willingham

Fifth District

Luis Blanco  
Carolyn Tillman

Member-at Large

Laura Corral-Flores

On October 6, 2015, Deirdre R. Thomas was appointed to represent the Third District.

Reappointments during 2015 included Laura Corral-Flores on December 15, 2015 as the Member at Large.

B. Election of Officers

The Equal Opportunity Commission conducts an election of officers each year. The following Commissioners were elected for 2015:

Ron Stark, Second District

Laura Corral-Flores, Member at Large

Carolyn Tillman, Fifth District

Chair

First Vice-Chair

Second Vice-Chair

#### C. Assembly Bill 1234 (AB1234) Training

AB1234 requires that local agencies provide ethics training to local agency officials by January 1, 2007, and every two years thereafter. The following Commissioners completed or renewed their training in 2015:

- Carolyn Tillman, February 4, 2015
- Laura Corral-Flores, September 8, 2015
- David Sakurai, October 10, 2015
- Deirdre Thomas, November 3, 2015

#### D. Summary of Department Presentations for 2015

##### 1. Mark Hartwig, Chief – County Fire - January

This was the first time that County Fire presented before the Commission. Mr. Hartwig was commended by the Commission for the department's awareness and recognition of the challenges that County Fire faces and the efforts the department is making to address them. The Commission recommended that Mr. Hartwig meet with HR to begin the process of developing a DDC, provide a draft succession plan, and reassess recruitment strategies in order to increase diversity. The Commission requested Mr. Hartwig return and share his progress in 6-9 months.

##### 2. Mike Ramos, District Attorney – District Attorney's Office (DA) - February

Mr. Ramos was commended for his department's passion for diversity, preparedness and continued efforts in succession planning. The Commission is interested in Mr. Ramos' plans to promote retention. Furthermore, the Commission recommends the Department establish a DDC and continue the efforts to recruit Hispanic and Black male applicants. Lastly, it was suggested that the District Attorney's office collaborate with the Public Defender's office, in an effort to address similar issues faced by both departments, such as the decreasing number of law school applicants.

##### 3. Phyllis Morris, Public Defender – Public Defender Department - February

The Commission commended Ms. Morris on the establishment, efforts, and activities of the DDC and encouraged its continued progress. The Commission encouraged the Public Defender's Office and the District Attorney's Office to collaborate in an effort to address similar issues faced by both departments, such as the decline in law school applicants. Additionally, the Commission recommends continued efforts to increase Hispanic representation.

##### 4. Jennifer Hilber, Chief Information Officer – Information Services Department (ISD) - March

Ms. Hilber was commended by the Commission on being a personal success story of advancing within the Information Services Department (ISD). Furthermore, they are pleased that ISD will be establishing a DDC and think it will prove to be a benefit to the Department. The Commission would like to hear back from Ms. Hilber on what diversity means to her and why she feels diversity

is important to her department. The Commission would like to encourage Ms. Hilber to implement a mentoring program within the department. Due to the decline in IT graduates, the Commission recommended reaching out to local STEM schools as a means of outreach to get students interested in the IT fields. Ms. Hilber was asked to return in six months to give an updated presentation on the department's diversity and inclusion efforts.

5. Roger Weaver, Director – Fleet Management - April

Mr. Weaver was commended by the Commission for partnering with the Career Institute in developing the Auto Technology Training Program. Furthermore, they are pleased that Fleet Management will be establishing a DDC and think it will prove to be a benefit to the Department. The Commission recommended establishing a more diverse interview panel in terms of both gender and ethnicity. In addition, Mr. Weaver is encouraged to establish working relationships with junior college and high school auto shops and programs. Lastly, the Commission requests methodology be developed to increase diversity at the lower levels of the organization, where there is more turnover and no degree requirement. The Commission asked that Mr. Weaver forward his response to Human Resources by November 2015, which Mr. Weaver did.

6. William Foley, Director – Arrowhead Regional Medical Center (ARMC) - May

Mr. Foley was commended for having a diverse staff and the Commission is excited to hear about plans to make continued improvement. Additionally, the Commission encouraged ARMC to continue developing mission and vision statements to include diversity and inclusion, the culture, and the workforce. The Commission applauded ARMC for joining the next group of departments to develop a DDC.

7. Jean-Rene Basle – County Counsel - May

Mr. Basle was commended for joining the next group of departments in launching a DDC. The Commission would like to encourage County Counsel to look at outreach opportunities that are not only for attorneys, such as collaborating with local schools in an effort to show that there are other positions in the office besides attorneys. Additionally, the Commission recommends developing a succession plan for both attorneys and non-attorneys, as the latter makes up almost half of the workforce.

8. Tom Hudson, Director – Land Use Services (LUS) - June

Mr. Hudson was commended by the Commission for his passion for diversity, along with the efforts and actions being made to effect positive changes within the department. The Commission encourages the department to establish and support a DDC. The Commission would like to request that a copy of the flow chart for succession planning mentioned during the presentation, along with the new organizational chart reflecting their classifications be sent to them upon completion.

9. Ken Hernandez, Director – Risk Management - June

Mr. Hernandez was commended by the Commission for the efforts being made to break down the silos within his department through team building skills, cross training, and job rotations. Further, the Commission applauds the advertising done for recruitments, utilizing a good mix of public and

private sectors and organizations for outreach. The Commission encouraged Mr. Hernandez to put his succession plan in writing while continuing to communicate it to his staff. In addition, the Commission recommended that through department wide discussions, the mission statement be reevaluated and revised to be more inclusive and diverse.

10. Mary Jane Olhasso, Assistant Executive Officer – Economic & Development Agency (EDA) – August

Ms. Olhasso was commended by the Commission on the increase of diversity within the organization, despite the drastic downsizing due to budget constraints. Further, the Commission applauds the succession planning efforts with regard to collaborating with universities to hire, mentor, and train interns directly out of college. While the Commission understands that the department is small and the workforce has been reduced, they encouraged the department to focus on recruitment efforts to attract more Hispanic males. In addition, the Commission recommended a revised mission statement that reflects diversity and inclusion.

11. Gary Hallen, Deputy Director - Community Development & Housing (CDH) - August

Mr. Hallen presented on behalf of Dena Fuentes, Director, who was unable to attend the EOC meeting. Similar to Economic Development, CDH has incurred significant reductions in funding. The loss of funding has resulted in staff of 31 employees being reduced to just 17. Of the 14 employees lost, one retired and the other 13 were offered other county positions. They have made gains in terms of Hispanic employees being hired. Recruitment efforts include reaching out to the statewide housing associations and schools by doing presentations at various universities. In their most recent hires, there were three men hired in an attempt to bridge the gap in a female dominated environment. CDH tries to retain and grow their current employees. Staff meetings are focused on employee development.

12. Sandy Harmen, Director – Workforce Development Department (WDD) - August

Ms. Harmen was commended by the Commission for creating a Business Service Team that contacts several hundred businesses on a monthly basis to assess hiring needs and find potential matches between business needs and jobseekers. WDD tends to be a female dominated employer because it is a social services environment that provides career counseling. WDD worked with Human Resources to change job title of positions to Workforce Development Specialist, in an attempt to be gender neutral. Over the past few years, they have hired 11 contract county employees; 7 out of the 11 employees are males, 4 out of those 7 are Hispanic males, and 4 are females.

13. Rod Torres, Deputy Chief – Sheriff's Department – September

The Sheriff's Department was commended by the Commission on the success being made to affect changes in the culture of the organization to improve diversity that better reflects the communities served. In addition, the Commission applauds the recruitment efforts in the development of a recruitment unit and a DDC. The Commission recommended the development of a mentorship program to help prepare employees for advancement to supervisory and management positions. In addition, the Commission would like to see forward progress in diversity at the Deputy Chief level and above.

#### 14. Jennifer Hilber, Chief Information Officer – Information Services Department (ISD) - November

In November, Ms. Hilber presented again before the Commissioner. Ms. Hilber was commended by the Commission on her leadership and passion with regards to diversity and inclusion efforts. The impact that the efforts have on the existing workforce, with the education and training being provided through the DDC is outstanding! The Commission is excited about ISD pursuing a DDC website and the possibility to assist other departments in establishing websites. The Commission is looking forward to seeing continued improvement on the overall diversity in the future. With the continued enthusiasm and determination, the Commission has no doubt that ISD will attain their goals.

#### Summary

Through a collaborative effort between the Commission and the Department of Human Resources, the Commission continues to host its Annual Diversity and Inclusion Forums. These forums allow the Commission to provide a more efficient and productive opportunity to train all County departments on EEO, diversity and inclusion, share best practices, and promulgated County department participation. The EOC Diversity Forums serve as a proactive and affirmative step in demonstrating the commitment of the Commission and the County of San Bernardino in regard to EEO and diversity in the workforce.

In a joint effort with Human Resources, Department Diversity Committees (DDC's) were established and adopted by Human Resources as a business plan goal. DDC's are a group of enthusiastic employees that work together to promote diversity and inclusion in their department. Departments will benefit through diverse input that will encourage success; maximizing collaboration between departments and Human Resources; being proactive rather than reactive; and increasing insight, awareness, creativity, innovation, and communication at all levels of the department. Human Resources provides training to the DDCs and meets with them quarterly. There are currently 25 DDC's throughout County departments, with a goal of all departments establishing a committee by fiscal year 2017-18.

Over the past two years, numerous County departments have had the opportunity to share with the Commission their visions of diversity in the workplace. The Commission recognizes the efforts and progress of each department. The Commission continues to stress the importance for each department to develop and implement a succession plan, as well as the benefits of developing department EEO committees and creative outreach. The Commission will continue to provide guidance and support to increase and balance the diversity in areas of underrepresentation.